

CLUB OPENING PLAN



UNITED STATES AIR FORCE
CLUBS

Plan,
Execute
And
Manage



It takes a team!

First Edition

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Acknowledgment

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PREFACE

During FY97 and early FY98 several brand new and extensively renovated clubs opened. We learned there is lots of room for improvement. Opening a brand new club, or reopening after a major renovation is likely a once in a career event for a club manger. Yet little or nothing exists to guide you step by step through this complex process. As a result, this comprehensive *Club Opening Plan* was developed. Don't repeat the mistakes of the past! Some important lessons learned are highlighted below.

First, failure to actively involve the club manager from the beginning of the project is a major problem. To ensure the most functional facility possible, the operational manager must have input in all phases of the project planning process.

Second, in addition to the official project folder maintained in the Services office, the club manager needs to develop a comprehensive project continuity folder. Often the manager changes during the life of a project. Therefore it is very important the club manager's continuity file include comprehensive documentation on the status of the project. The most important part is detailed information on the decisions made, (especially "cuts" to keep cost down), and the rational for each of these decisions. The continuity file documents the project status and helps ensure the manager knows what's going on. It provides the impetus for the continuous follow-up necessary to ensure all required actions are completed.

Thirdly, the lack of a detailed opening plan contributes to mistakes, inefficiencies, and less than the desired level of customer satisfaction in the new facility. At the minimum your opening plan should address the following areas: menus, programs, daily operating schedules, staff requirements, equipment requirements, room set ups, production area setups, operational inventories, staff training, and grand opening plans.

Finally, the single BIGGEST MISTAKE is opening too soon after the facility is turned over from the contractor. The club staff needs adequate time to operationally check equipment, practice using it, and train the staff in the new operating environment BEFORE the grand opening. Please use the information in this *Club Opening Plan* to guide your planning efforts.

Introduction

This *Club Opening Plan* is designed to help Services commanders/directors, club managers, flight chiefs, and anyone involved in club project planning process. It is designed as a blueprint for developing your own specific local plan. Please read it in its entirety before starting work on your plan. It will guide you through the planning process step by step. Although specifically intended for clubs, much of the information in this document may be applied to other facilities.

On page 53 you will find instructions for using Table 1, New Club Planning Timeline and Checklist. Copy Table 1 onto a floppy disk and you can use it as a master planning tool to monitor and track status on required actions.

The planning tasks in this guide start about 12 months prior to your new facility opening. If you are already past this point in your project that's okay, put on your track shoes and get started now!

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CLUB OPENING PLAN

This opening plan outline includes guidance and other information. The outline itself is in bold 12 point Times New Roman type. The guidance and support information appears in Italics. The explanations for more detailed processes appear in boxes such as this one. “TIPS” to assist in your planning effort also appear in boxes like this.

PART 1: DEVELOP PLAN FOR ROUTINE PROGRAMS

First, determine the routine programs. Everything else depends on the answer to the question: What will we offer? Make a program by program assessment of what you are currently doing. Is it profitable? Will we continue to offer this program? Will we offer more or less (depends in part on the new physical plant)? What new capabilities can we now exploit? If collocating two clubs into one, consider the needs of both enlisted and commissioned members. To quote Yogi Berra, “It all starts at the beginning.” What are you going to do?

*New clubs and renovations of existing clubs normally include **one or more of the Air Force Clubs Signature Brands concepts such as: Wright Brothers Café, Wright Brothers Market & Bakery, Rickenbacker’s Coffee Cappuccino and Sweets, Liberty Pizza & Deli, Popo Loco’s, J. R. Rockers Sports Café, or Cuda Jake’s.** Decide on Signature Brands concepts early in the project planning stages. Call HQ AFSVA/SVIC, DSN 487-6312/2353 for current information on Signature Brands.*

NOTE: Consider the decor and ambiance of the new facility. What is the theme? What will the menus be? The best way to establish a theme is to name the facility. A good name establishes direction.

The following programs and services are normally found in Air Force clubs. Consider these plus any other programs and services you plan to offer in your new facility.

a. Breakfast

If breakfast is served, what is the volume required to break-even? What is the

be to break-even on that volume. Does it appear to be reasonable? Yes? Then go for it. No? Go back to the planning board.

(1) Operating Hours

The operating hours are the hours you are open for business.

(2) Minimum Staffing Requirement

This is the minimum number of personnel needed to execute the program to your prescribed standard. NOTE: The hours personnel actually work are not the same as the hours you are open for business. Remember to allow time for set up, closing, and other tasks that must be accomplished before opening for business. For breakfast you will need cooks, servers, cashiers, and food service workers. Do not count the cost of administrative personnel unless they are directly involved in providing the service. You may need to revise these requirements after you revise the menus in the next section of this document. These requirements do not include additional coverage needed for special functions. It is simply the minimum labor required for the number of guests you reasonably expect on a “normal” business day. Use the normal productivity of an average trained employee to determine the number of people required in each position.

Determining Minimum Staffing Requirements

The minimum staffing requirement is the lowest amount of labor required to operate regardless of the volume of business. It can also be called fixed labor. We *know* we will get *some* business - so in this instance you will also determine the *normal* business volume. Make a reasonable projection, based on historical analysis, and include personnel to handle that volume in your solution. Consider the number of guests served and the ability of your team to produce and service your menu. Begin by conducting a performance analysis of the affected positions. The purpose of this analysis is to determine the volume of work a trained employee can be expected to handle during peak periods. For example, one trained line cook may be able to handle sandwich prep and the grill by themselves, at a volume of 60 guests per labor hour. (Number of guests divided by the number of hours service is provided: i.e. Lunch service for 2.5 hours, served 156 customers = $156 / 2.5 = 62.4$ or 63 guests per labor hour.) Factors affecting productivity are: layout and design of the work station or service area, including the space; the complexity of the menu, its service methodology, and the skill level of your employees. (How well are they trained?) Your product and service standards may

(1 dishwasher, 1 for busing, and 1 “floater” to assist the cook, etc.), for up to 100 customers. Once your staffing guide is developed it is used for scheduling employees. Separate staffing guides are needed for the food and bar operations. Different day-parts affect labor requirements differently, as do different days of the week. Administrative section requirements seldom change.

b. Lunch

*When going into a new facility, or a newly renovated facility, revise your lunch programs. A “new operation” needs new programs to favorably impact customers who rightfully have greater expectations. Will you offer the same kind of service? Will you need additional staff? These questions are answered after you assess your current operation and revise lunch menus. Perform a menu explosion to determine the most popular and profitable items from the old program(s) that will migrate to the new program. If you are combining two club operations into a collocated facility, you need to do the menu explosion for both menus. If you need information or support for menu reengineering and menu explosion, contact the Performance Improvement Center, DSN 487-2433. You need to simplify the new menu using the best of both previous offerings, plus new items from the **Air Force Core Menu** files and other sources. Base your sales projections or historical data with reasonable adjustments to accommodate the new facility, (more to follow on sales projections later in this guide). You need to determine operating hours and minimum staffing requirements before calculating the break-even requirements for your lunch operation. Repackage everything and start fresh!*

(1) Operating Hours

The operating hours are the hours you are open for business.

(2) Minimum Staffing Requirement

This is the minimum number of personnel needed to execute the program to your prescribed standard. Remember, this is hours required, not hours open for business. So think about set-up and clean up. For lunch, you need cooks, servers, cashiers, and food service workers. Do not count the cost of administrative personnel unless they are directly involved in providing the service (helping out is okay). You may need to revise these requirements after you revise the menus in the next section.

What nights will you provide dinner service? Will the menu be the same each night you are open or will you have a reduced “café” menu on historically slow nights? Possibly the dining room will be closed on slow nights and the lounge/bar menus will be used by patrons. Now is the time to decide what you will do and how you will do it (full service, buffets, specialty nights etc.). Revise your minimum staffing requirements after you develop the new menus in the next section. What style of service will you use? A casual ambiance and food common to the casual dining segment may get the best results. Look at your local market area and see what the winners are doing - develop your approach along the same lines whenever practical. Name the dining room - this will help to establish the theme. Make sure the name (and theme) fits the new decor and ambiance.

(1) Operating Hours

The operating hours are the hours you are open for business

(2) Minimum Staffing Requirement

This is the minimum number of personnel needed to execute this program to the prescribed standard. For dinner, that is cooks, servers, cashiers, and food service workers. Do not count the cost of administrative personnel unless they are directly involved in providing the service (Helping out is O.K.!). Note: You may need to revise these requirements after you revise the menus in the next section of this document.

d. Bar and Lounge

What kind of service is popular? How many draft beer taps? How many varieties of beer? Will you have a premium well? How many brands of Gin? Vodka? Scotch? Etc., etc. Determining these things is essential because you will have limited space. Of course this should have been decided before the project was designed! What do you have to work with? What will the par stocks be? The same as before? Probably not. Are two lounges open at once? Making sales forecasts allows you to determine when a second bartender comes aboard. Make projections based on historical data and consider the impact of your planned promotions and advertising/merchandising efforts (this part of the plan comes later). You may need to come back and revise this section after other parts of this plan are completed. The idea now is to determine routine operating hours and minimum staffing requirements for each bar to support a break-even

(a) Operating Hours

These are the hours you are open for business. Start with the minimum requirements here. Note: It is better to be open longer than the hours you advertise, than to close before the posted time!

(b) Minimum Staffing Requirement

This is the minimum number of personnel you need to execute this program to the prescribed standard. For a bar that is bartender(s) and servers. Do not count the cost of administrative personnel unless they are directly involved in providing the service (Helping out is okay!). Note: You may need to revise these requirements after you complete other sections of this document.

(2) Bar #2 *Same as for bar #1. And so on and so on.*

e. Bingo

*Will this program operate the same as before? Do you have the space now to expand this profitable program? Do you have the market to expand? Will you need more staff? More equipment? An assessment of the market and current program is in order. Consider **Power Bingo** and **Bingo Video Systems** to enhance the program.*

(1) Operating Hours

The hours you are open for sales and games.

(2) Minimum Staffing Requirement

Remember to allow for the side work before and after the program begins. And don't forget to consider bar and food service requirements - even though they are not part of the bingo program you need to know the requirements for staffing to the prescribed standard of service, then add it to the appropriate section herein. By now it should be perfectly clear that you need to determine minimum service standards for the entire operation.

Business hours for the catering office should meet the needs of your members. Feedback from members tells us the peak hours are mid-morning and early evening (after normal duty hours) Tuesday through Friday, and on Saturday.

(2) Minimum Staffing Requirement

Personnel cost for manning this office or function.

g. Entertainment and Promotions

What you decide here will impact the bar and food operations. Develop your annual Marketing Operations Plan (MOP) and Management Action Plan (MAP). Consider the impact of your plans on sales volume and personnel requirements.

(1) Basic Schedule

What kind of entertainment? How often? Where? What days? How many membership promotions per week? Is there a Members Social Party on Friday? Wednesday Hump Day Party? What will you do on a regular basis? Disco every Friday? What you plan here may impact the minimum staffing requirements you developed for bar and food operations because the right schedule should increase traffic.

(2) What is your cost estimate?

Deciding how much you will spend (budget) for entertainment and promotional expenses is critical for determining break-even. You need to know this for your first quarter budget in the new operation! Just put a budgeted amount on each regularly scheduled promotion and entertainment event you listed in g.(1). Generally, keep total entertainment costs between 5 and 8 percent of sales, depending on the kind of programming you have.

h. Membership Services (Business Office and Cashier Operations)

(1) Operating Hours

For the office these are the hours your administrative offices are open for business only. For your club cashier function these are the hours your cashier is open to serve

requirements need to be validated - they may or may not change in the new operation. Chances are you need to “rethink” these requirements for the new location or facility. These cost projections are necessary for completing the Break-even Projection.

You can count on someone asking what the break-even point will be - and you need to know what kind of sales and revenue volume is necessary to cover expenses in your new operation. You want to plan and program for success! Doing a break-even analysis gives you the answer.

i. Total Other Revenues (i.e. Barber Shop, Game room, etc.)

Is “Other Revenue” a program? Well, think of it as your favorite “program.” You receive income without cost! Even if the club will not have additional expenses to earn this revenue, you will need a plan. You may need more game machines. You may want (need) to raise (or lower) dues. You may attract more members! Think it through. If its revenue, put it down in this section.

(1) Operating Hours

When will the service(s) be provided?

(2) Daily Operating Costs Projections

What will you have to do to provide the service? Cost? Labor? Utilities? Often these “other” areas are concessions or contracts with no direct cost to you. Make sure.

(3) Monthly Income Projection

The revenues earned from concessions, such as barber shops and video machines, is money you will not have to earn via sales. Forecasting this income is also essential to projecting break-even. Make your projections based on historical trend analysis: What average monthly income do you get from the barber shop now? Can you expect it to increase? Decrease? This is simple stuff - but you have to do it right! List them here:

Barber Shop: \$ _____
Concessions: \$ _____
Other \$ _____

This is the big one! Make the projection based on dues rates and membership data. The NAFAO can help you here. Project any expected dues rate increases or decreases, or membership increases, but be conservative!

TOTAL: \$ _____

(5) Total Other Revenue, [from I(3) and I(4), above]

TOTAL \$ _____

PART 2: DEVELOP OR REVISE ALL MENUS

*Make all menu decisions early enough to cover all aspects of production and service. Members expect new menus and this means you must consider developing new or revised menus for every area, (breakfast, lunch, dinner, catering, bar food, etc.). The catering menus need to be ready early because you will be taking special function bookings for the new facility long before you move in. What you decide here will determine how much small equipment, utensils, tools, supplies, and support items you need to ensure quality production and servicing of the menus. You should consider catering support equipment shown in the **Air Force Catering Guide**. You will keep what is working, of course, but your members will expect a fresh face on everything you do in the new club. You only get one shot at making a good first impression! You need to determine the popularity and profitability of what you are now doing. Consider the **Air Force Core Menu** and other recipe sources. If you selected an **Air Force Signature Brand** for your new facility a lot of the menu work is done for you! Consider the layout of the new facility: how far is it from production areas to service areas? What will be the service delivery style? What are the skills of the production staff? How much will you do from scratch? What can you use off the shelf? Who can you call for help? Your menu planning will determine labor costs and food costs. Good, solid menu planning is the key to a profitable food program. Menu development and/or revision is extremely important - if you aren't sure what to do or how to go about it, ask somebody! You can call the Performance Improvement Center for guidance (DSN 487-2433).*

Streamline, Standardize, and Specialize

The key words in menu development are Streamline, Standardize, and Specialize. The key is to keep it simple. Avoid complexity, it creates confusion and increases labor cost. Standardization allows controls to work as intended, and provides the consistency that is so important for repeat business. Specialization means to do the things you can do well. It means doing something innovative to set your club apart from the herd. Be imaginative in your presentations and service style - test what you do for impact. Watch for the “Wow!” factor. If it isn't there, you aren't there yet. Develop the menu for your most prolific food program first - for most clubs this means lunch. Then develop the other menus as “spin-offs,” using as much of the same basic inventory items as you can. For example: You use a 4 ounce boneless skinless chicken breast for a Southwestern Grilled Chicken Sandwich for lunch. You also use the same inventory item, (4 ounce boneless, skinless chicken breast), for a Grilled Chicken Caesar entree salad on your evening dinner menu. Further, you use the same inventory item again on your Grilled Chicken Pasta Salad catering lunch menu, and then use it

identify hot new items and consistently popular items in your area. NOTE: To ensure delivery, give your Prime Vendor your food requirements in writing a minimum of 90 days prior to your first delivery date. Contact your Prime Vendor representative at HQ AFSVA/SVOHT, DSN 487-6569/7112, if you have questions or need help working with your NAF Prime Vendor.

a. Breakfast

(1) Select Menu Items

Understand your market first. If you determined it will support breakfast service, consider current trends and what you are capable of doing well. If the chances of success look bleak but you are still asked to do this program, then plan an operation that minimizes cost. Consider food cost as well as set-up, clean-up, production and service requirements. Limit the number of selections to capabilities.

(2) Develop Standardized Recipes and Plating Instructions

You want standard procedures throughout. Just like any other team, you have to practice and train staff on your standards if you expect to perform well. Consider industry sources. Photographs of the plated items are terrific training aids and assist in quality control.

(3) Develop Product Specifications

This is necessary to control quality and get the consistency necessary for success. Specifications are necessary in “standardizing” a recipe. They also make your purchasing and costing efforts a lot easier!

(4) Determine Price Structure for Menu

*You need to develop your pricing strategy. What kind of overall food cost for this program are you capable of attaining? What did you budget? By determining food cost for this program and projecting volume, you know the impact of this program on your overall food operation. You should also consider perceived value to your customers - what are they willing to pay? Don't worry about final pricing for each individual item at this point - just get everything developed so you can load it in **FOOD-TRAK** at least 4-6 weeks before opening. Then you can do final pricing and go to press!*

profit - your products or services may never sell! Base your prices on the value of your products or service to the customer. Make an honest, clear assessment of what represents value to your customers. If that doesn't provide enough profits to meet objectives, then change production costs or eliminate the product. Be sure to promote the quality of your products and services and demonstrate their benefits/value to your customers. A product or service that no one needs is of little value, no matter how well it is done.

b. Lunch

(1) Select Menu Items

Understand your market. Consider current trends and what you are capable of doing right. Consider production and service requirements, delivery system and type of menu. Limit number of selections to capabilities. Go check the competition and see what is popular. Combine popular items with something that sets you apart from the competition. Then rack up the sales!

(2) Develop Standardized Recipes and Plating Instructions

*You will want standard procedures throughout. You have to practice and train if you want it to be right. Consider industry sources and the **Air Force Core Menu** recipe files. A picture is worth a thousand words.*

(3) Develop Product Specifications

*This is necessary to control quality and get the consistency necessary for success. It will also make your purchasing and costing efforts a lot easier! Use the Meat Buyers Guide for all your meat products. You can also get help on specifications from your **Prime Vendor**.*

(4) Determine Price Structure for Menu

You need to develop your pricing strategy. What kind of overall food cost are you capable of attaining for this program? By determining food cost for this program and projecting volume, you know the impact of this program on your overall food operation. Also, you

(1) Select Menu Items

Understand your market. Consider what evenings members are willing to come out for a dinner program. On slow evenings some special enticement is needed. Consider special dining events and their impact; such as Mongolian Bar B-que. Think about which market segments historically support this program. Think about what you can do to make your offering a unique experience or value. Consider current trends and what you are capable of doing well. Consider food cost as well as production and service requirements. Limit the number of selections to match your capabilities.

(2) Develop Standardized Recipes and Plating Instructions

*You want standard procedures throughout. You have to practice and train if you want it to be right. Consider industry sources and **Air Force Core Menu** recipe files.*

(3) Develop Product Specifications

This is necessary to control quality and get the consistency necessary for success. It will also make your purchasing and costing efforts a lot easier!

(4) Determine Price Structure for Menu

*You need to develop your pricing strategy. What kind of overall food cost are you capable of attaining for this program? By determining food cost for this program and projecting volume, you know the impact of this program on your overall food operation. You must also consider perceived value to your customers - what are they willing to pay? Don't worry about final pricing for each individual item at this point - just get everything developed so you can load it in **FOOD-TRAK** at least 4-6 weeks before opening. Then you can do final pricing and go to press!*

d. Bar

(1) Food

This is the bar food menu. Will it be the only food offered on slow days? How much should be offered? What is the competition doing? Consider equipment, distance from kitchen, delivery system, and ordering process. This menu should basically reflect what you are

Consider the capabilities of the new bar. Will you be doing more beer? More kinds of draft? Frozen drinks? Will your packaging change? Are you offering specialty drinks like cappuccino? The bar is where your socializing, entertainment and promotion programs are conducted - what you do here is important. Think about it!

e. Catering

Remember: Streamline, Standardize and Specialize! You need catering menus for breakfasts, buffets, luncheons, dinners, hors d'oeuvres, and for protocol functions. Consider using the Air Force Core Catering menus and supplementing them with your most popular local items, (can save a lot of time and work). Consider developing special catering menus for Office Parties, Promotions Parties, and Birthday Parties. Develop these by the package: i.e., a \$50.00 promotion party package, a \$75.00 package, and a \$100.00 package, either on premise or delivered anywhere on base. Be prudent, keep it simple but cover all bases.

f. Other Menus

Depending on your operation, you may need additional menus. You may have a short one pager for your slow nights that can be handled with a reduced staff. You may have an annex operation. You may have special program menus, such as Steak Night or Seafood Night, (These are usually based on your normal menu plus special purchase items for the occasion.).

MENU REENGINEERING WITH MENU EXPLOSION

Menu Reengineering and Menu Explosion are methods used to determine which items on your current menus are popular and profitable. This process extrapolates data into the following categories: Profitable and Popular, Profitable and Unpopular, Unprofitable but Popular, and Unprofitable and Unpopular. This system also considers the labor intensity of menu items, and uses the Minimum Contribution Margin concept in determining selling prices. This program requires sales history data to complete. As a result you have concrete data to use in deciding which of the old menu items you want to carry over to new menus, which items you may want to re-configure, and which items you will want to drop altogether. If you require further information on Menu Reengineering and Menu Explosion, contact HQ AFSVA, Performance Improvement Center, DSN 487-2433.

SOURCES FOR SELECTING MENU ITEMS

The following list contains some suggested sources for new menu items. These items are not in any priority order. Consider them all plus any additional sources.

- | | | |
|-------------------|-----------------|------------------------|
| -The competition | -AF Core Menus | -Commanders |
| -NAF Prime Vendor | -Focus Groups | -Industry publications |
| -Members | -Vendors | -NRA |
| -Your staff | -Spouses' clubs | -Manufacturers |

PART 3: SCHEDULES AND BASIC LABOR FORECAST

a. Basic Schedules

*Creating the basic schedules gives you a “jump start” on getting **Time Manger** set up for the new operation. It is also necessary before you can forecast basic labor cost to get an idea of what it will cost to staff the new operation. You need schedules for all sections and activities for one business month.*

TIP: If you are consolidating two clubs into one you will also have to consolidate staffs. About 12 months before opening you need to review position guides and modify them as needed. Completing the steps in Part 1 of this guide will clarify your requirements. This task requires the assistance of and coordination of the Flight Chief and the HRO. In fact, the HRO is the key player in determining who among both staffs is retained if a reduction-in-force is necessary. Your role is to determine staffing requirements. Refer to the personnel section of the planning timeline in Part 13 of this guide. Careful planning is essential to lessen adverse effects. Employees must be kept well informed throughout this process to avoid rumors and morale problems.

(1) Put names with schedules (to determine cost)

You know what your employees cost you. If you develop a “labor cost sheet” by activity for each employee it will make the process a lot easier. The “cheat sheet” will show your actual cost per hour for each employee, including benefits and other charges you must pay. Remember your minimum staffing requirements in Part 1? Now lets put some names and prices on those requirements! See the next item if you need a “new” employee.

(2) New hires (estimate position cost)

You need to write position guides for any new personnel. Now is your chance to get what you need in a position. You may want to review all the position guides before going to the new club. If you are meeting minimum requirements with a new position, just estimate the basic cost of a beginning wage hire. Your HRO can help on this one.

b. Labor Forecast

(1) Daily (By Activity: Food, Bar, Administrative, etc.)

(a) Sunday	\$
(b) Monday	\$
(c) Tuesday	\$
(d) Wednesday	\$
(e) Thursday	\$
(f) Friday	\$
(g) Saturday	\$

(2) Weekly (By Activity)

(3) Monthly (By Activity)

c. Total Monthly Staffing Costs (For Routine Operation): \$ _____

Total it all up and put it in here! Now we can do a break-even projection.

PART 4: BREAK-EVEN PROJECTION FOR NEW OPERATION

What is it going to take to operate the new facility at break-even? What will it take for a 6% profit overall? Your cost for your minimum staffing requirements (Part 3d), forecast of other revenues (Part 1i(5)), and your overhead and administrative costs (Part 4a) is all you need to make the break-even projections.

a. Overhead and Administrative Cost Projections \$ _____ (Total of (1) and (2) below)

(1) Occupation Costs: \$ _____ (These are monthly projections)

(a) Utilities

The engineers can help you estimate this cost based on square footage and efficiencies of the new facility. You will need to temper the estimate with historical data.

TIP: The **National Restaurant Association** has an energy management kit available that details energy-saving strategies as well as instructions for analyzing utility bills, scheduling equipment, and other cost saving ideas. Phone 1-800-526-6662. The **American Gas Association** and the **Electric Cooking Council** also publish information to help operators reduce energy waste. Most local power companies will perform a free energy audit of facilities served, which can drastically cut cost.

(b) Telephone

The new system you installed may cost more than the old one. The telephone company can give you basic cost data for routine service.

(2) Other Costs: \$ _____

(a) Vehicles

Use historical data to make a valid projection

(b) Rentals

Try to get it in depreciation if possible or put it in the project cost. Some expense here is unavoidable. Be careful you don't create a situation where your monthly amortization expense is an obstacle to being profitable. You may want to "bite the bullet" during the grand opening month and have smoother sailing thereafter. Consult with your RMFC and refer to Part 12 of this guide.

(e) Other Expenses

Put all other reoccurring monthly expenses in here.

b. Total Fixed Costs: \$ _____

(Total labor and overhead and administrative expenses from 3.d and 4.a. These are your fixed costs.) *Fixed expenses other than labor should be easily determined. If you can not isolate them just go with your minimum labor.*

c. Less Total other Revenue: \$ _____ (From Part 1i(5))

d. Total Variable Costs as a Percent

Consider your past financial performance and your current budget projections. Just enter here what these expense elements are as a percent of sales. In other words, what have you planned (budgeted) on getting for a cost of sales percent? Etc., etc.

- (1) Cost of Sales _____ %**
- (2) Material Related Expenses _____ %**
- (3) Entertainment, Promotion Expenses _____ %**
- (4) Other Operating Expenses _____ %**
- (5) Total Variables as a Percent of Revenue: _____ % (the sum of 1-4)**

e. Break-even Point Formula: Fixed Costs divided by variable costs (as a % of revenue) NOTE: Use format at attachment 1 (BEPWKSHT).

Fixed Costs (Part 4) less Total Other Revenue (Part 4c) divided by 100% - the % in Part 4c(5)) = volume for break-even. (See example on next page.)

Example:

Fixed Costs are : \$53,000

Less Total Other Revenue: \$10,000 (From dues, concessions, service charges, etc.)

Adjusted Fixed Costs are: \$43,000

Variable Costs are: 42% COS

7% Material Related Expense

10% Entertainment and Promotions Expense

7% Other Operating Expenses

66% Total Variable Expenses (42+7+10+7=66)

100% minus 66% equals 34%

*\$43,000 divided by .34 = \$126,470.58 sales volume required for
break-even*

Question: Can we get \$126,471 per month to cover costs? If the answer is no, something has to go. Either reduce fixed labor or reduce the % expense elements. For example: In the case above if cost of sales were held at 40%, total variable expenses as a percent would be 64%. Therefore, \$43,000 divided by .36 (100% - 64%) = \$119,444 for break-even. You have reduced your required volume by \$7,027 per month, (See how important controlling cost of sales is?). Now can you do it? If the answer is no, back to the drawing board!

Question: What do we need for a 6% profit? Subtract 6 from .34 and divide \$43,000 by .28. You will need \$153,571.42 in monthly sales volume for a 6% profit. Can we do it?

Follow the example above, and compute the break-even requirement for your new operation, using the format provided at Attachment 1.

PART 5: ROOM SETUP AND REQUIREMENTS

The first thing to do is *NAME THE ROOMS!* Then order the appropriate signs for all rooms. Room names should compliment the overall theme of the new facility. Develop a plan showing where everything goes in each room. Everything - right down to the decor items on the walls. Determining in advance exactly what is going into each room, number, and location is crucial to a successful moving day. Have a clearly marked diagram for each room showing the basic room setup. Most construction blueprints will show furniture arrangements as proposed by the designer. Make sure these drawing are correct and workable. The “basic room setup” is the configuration the room will be in most of the time.

a. Room (Name) _____

(1) Furniture

A new facility should have new furniture. Hopefully this was considered in the early planning stages - and budgeted for. Is the furniture appropriate for the design? Is there enough furniture? This is a variable depending on what room you are thinking about. The ballroom, lobbies, party rooms, bars and lounges, toilets, offices, exterior areas, and production areas all have different needs. Think about the basic room setups and traffic zones for each room. Remember that what happens there must be serviced! Where will you store extras and how will you move them?

TIP: If you have a lot of tables or other types of furniture requiring assembly you may want to consider contracting this job with a service company. They generally have experience and can do the job quicker and cheaper. At least get an estimate. There will be plenty of other things for your staff to do! Remember to buy “chair dollies” and “table dollies” to facilitate frequent moving of furniture.

(2) Fixtures

Same here - depends on the room. For example, toilets need paper towel dispensers and/or electric blow dryers (which means wiring!), soap dispensers, trash receptacles, diaper changing stations (in both men and women’s), and perhaps other types of dispensers (like sanitary napkins in the ladies rooms) that may also require electric power. In other rooms you will need dimmer switches, point-of-sale (POS) equipment hookups, communication hookups, speakers for paging and music systems, etc. Make sure speakers are sized appropriately for the room.

Most equipment requirements will be in the food production areas and behind the bars. You must consider storage and receiving equipment. Are you using the old or buying new? Consider distances from production areas to service areas. Consider what it will take to keep this new facility clean. Put it in the program right up front. Make sure you have control of the music and paging system, and the central control unit is in the office or administrative area where someone is likely to be most of the time. Even if your music system is leased or contracted (such as Muzak) you should have control of the unit and the music - or don't do it! Remember to think about the requirements funds security in the cash storage areas.

(4) Decor Items

This one is easily overlooked. Many new operations look barren because no one thought about plants (live and silk), paintings, statuary, artifacts, awnings, exterior planters, etc. Do you plan on using neon in the casual lounge (you better!)? Then plan on having electrical outlets in the right places. Outlets are also extremely important on the bandstand - you can't have too many. You may want some in the ceiling areas also (to accommodate portable lighting fixtures and other effects often used by entertainers). Outlets on the stage should be on separate circuits; entertainment equipment draws a lot of amps.

b. Room (Name) _____ *Do what you did above for every room in the house!*

PART 6: PRODUCTION AREA SETUP AND REQUIREMENTS

a. Kitchen

As in Part 5, you need a plan for setting up the food production area. You likely will be using a combination of your old equipment and accessories and new items. You also need to consider the training requirements needed to ensure opening day goes smoothly. Make a checklist of what is being brought over and what is going to disposal, and use it.

EFFICIENT KITCHEN LAYOUT AND DESIGN

The ultimate objective of kitchen layout and design is to get the product from the back door to the customer with the least amount of effort. There are a number of basic design principles to consider. First, there is the Principle of Flexibility and Modularity. Flexibility requires components that can be rearranged to meet changing conditions such as new management, new menu or concept, or new methodology. Designing for change is the primary means of achieving flexibility. Modularity provides standardized sizes for all basic equipment. Using quick-disconnects for electrical or gas hookups and wheels on all equipment adds to modularity and accommodates easy change. The Principle of Simplicity calls for clean, uncluttered lines for batteries of equipment and convenient location. Don't purchase unnecessary accessories and try to eliminate hard to clean areas and corners. The Principle of Flow of Material and People is critical. Some "flow" considerations are the movement of employees from one area to another, the flow of service ware through the dish washing system and back to the service/use area, the flow of raw food ingredients and prepared food items, and the flow of customers. Chart the flow of customers, food, dishes, and garbage on a drawing of the facility using different colored pencils. Wherever the lines cross there is a potential bottleneck or "jam" to eliminate if possible. The Principle of Ease of Sanitation: In virtually all food facilities more hours are spent cleaning than preparing food. Building finishes and floors that are easy to wash and clean, plenty of drains in the right areas (preferably with floors that slope towards the drain), equipment on wheels, wall-hung storage racks or racks with a minimum number of legs, garbage disposals in the work areas, and open shelving that is easy to clean are all important to ease of sanitation. The Principle of Ease of Supervision provides for an open design that allows unobstructed lines of observation. Everything on one level is critical. Minimize support columns and walls (half walls are okay). Adequate aisles for movement are important. The Principle of Space Efficiency needs due consideration. Small, efficient kitchens are labor saving and pleasant, but *too small* is unpleasant. Each section should have the necessary equipment, adequate work surface, adequate storage space for the utensils, pans, and raw ingredients, and finished items. Space for movement must be adequate. The kitchen should be a bright and cheerful place. Bright colors will

Proper levels of humidity and temperature, proper lighting levels, control of noise levels, availability of materials handling tools, and proper equipment height are all quality factors in the kitchen. Enhance the use of space by making sure worktables have drawers and shelves for the small devices that save time and effort. Shelving should be adjustable. Walk-in refrigerators and freezers should allow for rolling carts in and out. Make sure you get extra shelves for the reach-ins. A lot of space is wasted because not enough shelves are available. Adequate space to store carts, scales, and other items is essential. Don't over do the storage rooms - these days (in CONUS) delivery's are fairly frequent so you can minimize inventories. Make sure you have plenty of utility carts on hand, and trash cans on wheels with lids. Tables and chairs in the dining room(s) should be arranged for good traffic flow and serviceability. Eliminate walking by having storage racks for supplies and ingredients in the right place (i.e., a shelf for breads over the sandwich making station, meat slicer mounted on a cart so you can move it where it is needed, etc.). Basically, just put things as close to where they are used as possible to eliminate walking and carrying. Make sure the equipment selected is as flexible as possible. For example, a Combi-Therm oven can be used as a convection oven, holding oven, and steamer. The hood space and its fire suppression system should be large enough to accommodate change. You should also consider equipment types that do not require placement under a hood.

It is extremely difficult to execute a profitable food operation without a dedicated dining room. It is difficult to build a business when you have to close the dining room to support special functions. Imagine going to a favorite local restaurant for dinner only to be met with a sign that says "Closed for Private Party." Will you be going back? Or will you go to a place where you know they will be open to serve you? If at all possible, you need a dedicated dining room. If it isn't possible, pay particular attention to the design of your food program - and good luck!

b. Bars

The number of items it takes to setup a bar properly is simply amazing! The list at Attachment 4 will help you remember everything. You want to be thorough from day one. A place for everything and everything in its place.

AN EFFICIENT LOUNGE AND BAR LAYOUT

The physical layout of a bar and lounge has a direct impact on its profitability. Servers must be able to move quickly as they take orders and deliver drinks. Small aisles and poor table

have to be observed in relation to cash, inventories and supplies? The answers to these questions determine the location of your storeroom and the size and placement of the bar.

When developing a bar design two basic questions need to be answered: “What types of beverages will be served?” and “How many customers will be served at one time?” The answers form the basis for any bar layout. The types of beverages dictate what equipment is required, the styles of glasses needed, what is needed to prepare specialty drinks (frozen slush machines, coffee, ice cream freezer, blenders, etc.), and the amount of refrigerated storage needed. If you are doing a lot of draft you will need a tap head capable of handling several varieties. You will need convenient storage for bottled beers. Be flexible and plan for change. The number of customers you expect to serve determines the quantity and size of the equipment and the necessary amount of ice, glasses, glass storage space, and serving or pouring stations required. Since every drink requires a clean glass an appropriate glass washing station is a critical design element. The equipment has to be arranged to conform to the flow of beverages and glassware to and from the pouring station. A pouring station is the area used by the bartender to mix and dispense beverages. Plan bar equipment to allow for expansion with minimum structural changes. The equipment arrangement should minimize stretching, reaching, turning, and other tiring movement. The idea is to save steps and be operable by a minimum staff in slow periods. Choose easily cleanable surfaces for equipment, floors, walls, and furniture. Use a variety of seating styles (tables, tall bar-tables, booths, banquettes, stools, etc.) and make sure the seating clusters allow for service access. Furniture choices will determine the total number of seats - so be careful when selecting chair and table sizes. Locate the bandstand where entertainment can be enjoyed by the most people - don’t just stick it in a corner. The size of the dance floor depends on your entertainment venue. Lighting is critical in a lounge - it must be controllable to set the tone yet functional for cleaning and when the room is used for meetings or other venues. Air quality is also important. Make sure you have air filters in the lounges as required. When you “role play” the workings of the bar, both from the customers viewpoint and the workers viewpoint, it will become clear in the planning stages what is required and where it should be placed. Check those plans carefully!

c. Bar #2

Repeat the above process for each bar in the club.

d. Catering

You’re going to keep all your old catering equipment, of course, but you will also

- (2) **Special Linens**
 - (a) **Skirts**
 - (b) **Bunting**
- (3) **Tables** (*Various sizes and shapes*)
- (4) **Enhancements**
 - (a) **Fountains**
 - (b) **Mirrors**
 - (c) **Risers** (*For height and elevations*)
 - (d) **Specialty Pieces** (*Cornucopia, Shrimp Boat, etc.*)

e. Service Equipment (service and servers)

(1) Food Service

(a) **Uniforms.** *An all new facility will most likely call for all new uniforms. It will add that “touch” you are looking for. Uniforms are expensive. Work with **AFNAFPO** sources to find the best possible deal. And remember to put this requirement in your budget.*

(b) **Equipment.** *Think about trays, jack stands, carts, utensils, containers and other items to support service. Think of everything you are now using or need. Can you use what you have or will you need to supplement with new purchases? List your requirements.*

(2) Beverage Service

(a) **Uniforms.** *An all new facility will most likely call for all new uniforms. It will add that “touch” you are looking for. Uniforms are expensive. Work with **AFNAFPO** sources to find the best possible deal. And remember to put this requirement in your budget.*

(b) **Equipment.** *Think about trays and other items to support service. Think of everything you are now using or need. Can you use what you have or will you need to supplement with new purchases?*

f. Production Support Equipment (kitchen and bar)

(1) Carts and Bins

You can't have too many carts. Ice bins on wheels save time and effort.

Blenders are a “must have” (and not just for Margaritas). Don’t forget to consider the benefits of frozen drinks (including the non-alcoholic varieties).

g. Restroom Furniture, Fixture, and Equipment (FF&E). *Here is a shopping list of items needed to complete these important rooms:*

- (1) Soap dispensers**
- (2) Electric dryers (wiring installed), towel holders, or both**
- (3) Trash receptacles**
- (4) Diaper changing stations (in both men and women’s)**
- (5) Chairs/Sofas in Ladies’ Rooms**
- (6) Sanitary napkin dispensers and disposal unit in Ladies**
- (7) Toilet seat cover dispensers**
- (8) Pull down shelf for purses (ladies stalls), *all* stalls need a coat hook**
- (9) Toilet paper dispensers**
- (10) Wall decor items if appropriate**

h. Janitorial Equipment

Soon you’ll have a shiny new facility and you want to keep it fresh! Develop a daily, weekly, monthly, and quarterly cleaning checklist for your custodial personnel (see Attachment 2). List tasks according to frequency - make staff use the checklist and hold them accountable! You want to shampoo carpets in the heavy traffic areas more frequently than in other areas. Don’t forget to put window washing on your list – glass doors and windows near the entrances will require more attention.

- (1) Carpet Cleaners.** *Buy the right carpet shampoo machine and save big bucks over contracted cleaning!*
- (2) Vacuums** *Don’t forget a portable rechargeable type for small areas.*
- (3) Buffers**
- (4) Blowers, for outside and inside use** *Leaf blowers are great for moving paper and similar debris.*

i. Other Program Support Items

- (1) Bingo Equipment**

Signs can be a big expense. Try to get the cost of all signs in the project itself. You will need a lot of signs.

(a) Electronic

An electronic sign to provide direction located in the lobby area is a nice touch. If you can, put your money into an Electronic Billboard on the busiest traffic artery adjacent to the new club. If your budget is restricted then get a manually maintained sign instead. But get one! An electronic sign in the main lounge or bar is great for promotions.

(b) Other

(1) Room signs showing name of each room

(2) Parking signs for reserved parking slots. Try to limit permanent reserved parking. Use portable reserved signs for those occasions when you need them. Too many empty reserved spots is an irritant to loyal members.

(3) Directional signs on base if the facility location is new

(3) Television Service

This can be extensive depending on what you are trying to do. Think of the locations where you may need a TV and put a jack there. A Sports Bar will need a lot of monitors. You may want to use a Trivia Network or have video conferencing capabilities if you intend on doing a lot of conferences and meetings.

(a) Satellite/Cable. *You may need some jacks in the ballroom for special's like the Super Bowl and other big events.*

(b) Trivia Network

(c) Video Conferencing Equipment

(d) Computer connections. *Consider including in each of your special function rooms for conferences and meetings.*

PART 7: OPERATIONAL INVENTORIES PROJECTIONS

a. Amount of China for Routine Services

How much china and silverware do you need? Are you using the old stuff or all new? Have you budgeted for it? How quickly you can process soiled dishes through the dish machine is a factor as is the speed of your machine. Use the following as a guide in ordering:

Multiply the Number Indicated by the Number of Seats in the Dining Room

<i>Dinner Plate</i>	<i>2</i>	<i>Bread Plate</i>	<i>3</i>
<i>Salad Plate</i>	<i>2</i>	<i>Soup Bowl</i>	<i>2</i>
<i>Sauce Dish</i>	<i>1.5</i>	<i>Dessert Plate</i>	<i>2</i>
<i>Cups/Mugs</i>	<i>3</i>	<i>Saucers</i>	<i>3</i>
<i>Water Glass</i>	<i>3</i>	<i>Wine Glass</i>	<i>1</i>

NOTE: You also need Tabletop setups for each table. Purchase 1.25 setups for the number of table, and perhaps some specialty serving dishes as determined by your menu plan. You may want a blue plate for “blue plate specials,” or a fish-shaped plate for a specialty fish dish, or large clear bowls for entree salads. Remember, packaging is your best merchandising tool for food and beverage products. You may want to purchase both white and red wine glasses, or split the order between the two types (buy the same style even if you do split the order.).

b. China for Catering Services

*Base china and glassware requirements for in-house catering on your maximum banquet seating arrangement. What is the largest capacity possible that can be served to your standard at any one time? Buy one of each item in **a.**, above, plus 20%. For example: Maximum capacity is 500, buy 600 of everything. Buy one versatile wine glass for banquet service. Use the same basic pattern as used in the dining room. You can, of course, use a variety of shapes, sizes and colors in your routine dining operations.*

c. Amount of Silverware

(1) Routine. *Use the number indicated below and multiply by the number of banquet seats.*

(2) Catering

Using the maximum capacity you can adequately serve in one evening (this means total throughout the club), purchase a set of each piece in (1), above for each person plus 20%.. For example: Maximum seating is 500, purchase 600 pieces of everything required. The extras will cover losses. Use the same pattern for your routine dining room operation. If there are two clubs on the base, both should use the same pattern.

d. Glassware

(1) Dining room. See 7.a..

(2) Bar

The actual amount of glassware needed will vary according to your type of operation, the drinks you serve, sales of each type of drink, seating capacity, number of large catered functions, and your glass washing capabilities. You need a reserve stock of the most popular glass types. Plan on an annual breakage (and other losses like theft) of 25%. If most of your drink output is highballs, then most of your glasses will be highball glasses. You will need a tall highball glass (10 oz) and a short one (8 oz). A small rocks glass (5 oz) and a large one (7oz). One beer glass or mug (10 to 16 ounces) should do it. Mixing glasses (16 oz) make excellent beer glasses and can be used for straight non-alcoholic beverages like soda. You need a white wine glass and a red wine glass - or one for both (8-9 oz glass for a 4 oz serving, larger is OK). You need a tall Collins type glass (12 oz) for specialty drinks. You need several special glasses (depending on what you are doing in the bar): Margarita glasses (5 oz coupette or larger), Martini glasses (3 ½ or 4 ½), Sour glasses (4 ½ for a 3 oz drink), Shot glasses (1 and 2 oz), Brandy Snifters (12-16 oz), Cooler or Zombie glasses (16 oz), Hurricane (18-23 ½ oz), Champagne glasses (4½ oz), and perhaps Cordial glasses (1 and ¾ oz). You need pitchers for beer (60 oz). All sizes listed here are suggestions only - you decide based on your customers and what you are doing in your bar. Estimate quantities based on popularity of beverage type and capacity of the bar. Don't over do it - you can always get more glasses!

(3) Catering. Use the same process you used in 7.b., above.

e. Amount of Supplies

There are hundreds of little items that make or break service in both the food and

f. Food Inventory

*You need to work closely with your **Prime Vendor** on your new food requirements to preclude confusion and wasteful buying. Have a meeting early enough to work out the bugs. Your Prime Vendor needs your requirements in writing at least 90 days before your first delivery date.*

g. Beverage Inventory

Now is the time to consider upgrading and updating your beverage inventories. This is also the best time to adjust prices - new environment, new prices! Attachment 5 is a listing of the more popular varieties of liquors, liqueurs, and cordials in use today. A bar today will have 55 to 70 different brands of liquor, 3 to 5 different wines, and 20 to 200 beers, including domestics, imports, and micro brews. This is for your main bar(s). Aall bars do not have to have the same inventory. You do not have to buy slow moving items in case lots. Some items you only need one bottle on the shelf ,and for some beers you only need to buy by the six-pack or case. Everything depends on what you are trying to do. Look at the most popular bars in your market area - just look at their inventories and use that as a guide. Today, you must be able to offer a variety of alcoholic and nonalcoholic beverages if you intend to compete successfully. You must be attuned to trends and take advantage of what's hot.

TIP: Bag-in-the-Box isn't just for Coke, Sprite, Soda Water, Tonic Water, and Sweet and Sour mix anymore. When you set up your new bars, plan to include Bag-in-the Box juices for your orange, grapefruit, cranberry (a hot item!), pineapple, and tomato juice or Bloody Mary mix. Most guns have at least 6 dispensers. Using these Bag-in-the-Box products is generally less expensive and require less frequent stocking. For sources contact **AFNAFPO** at DSN 487-6931.

TIP: Nitrogen based and/or bulk CO2 programs for carbonated beverages. Bulk CO2 systems store CO2 at 150 to 200 pounds pressure per square inch (psi) versus the 800 to 1,000 psi of pressure required in high pressure cylinders. Not only are they safer, in addition employee handling of heavy steel cylinders is eliminated with the installation of stationary bulk CO2 systems. Normally bulk CO2 vessels are plumbed to the outside of the customer's place of business for 24-hour, seven day a week service. With the old high pressure cylinders, the user experiences downtime when cylinders are replaced, which often occurs without prior warning, and may result in lost carbonated beverage sales. Often no one can find the necessary wrench to change the cylinder, again slowing down service! The new bulk systems have no downtime during refilling since the refill process does not

PART 8: ADMINISTRATIVE REQUIREMENTS

a. FF&E

*You should have covered this thoroughly back in Part 5; however, it won't hurt to go over it again here - it's that important! There are some unique items that are located in the administrative area. Like the **Time Manager System (TMX)**. Make sure you have grounded isolated power (separate circuit) for **TMX**, and at the remote location if one is necessary.*

b. Key System and Controls

It is important to think about key controls early in the process. With a little planning this process can be simplified and operations will go smoothly from the very beginning.

TIP: Determining who needs which keys and how many of each are required can be a formidable task. The best way is to simply develop a "Key Chart." List employees needing keys by name or position (if you don't know who at this point). Then under each employee/position name, list the doors they need access to in order to *perform their duties*. Make sure you include everyone who needs access to anything - and make sure each door requiring a lock is on the list somewhere. For example: the kitchen manager needs a key to access the employee entrance, his office if he has one, the working boxes needed to begin production, the storeroom (depending on the inventory control system), the linen room, and any storage areas containing equipment needed for setup, etc. Anytime an individual needs 5 or more keys, consider having a master key for this set of locks. This will save money on making keys and it will be more convenient for the employee. A small number below the locking mechanism (out of sight) and a corresponding number on the key will help identify the keys. Keep a legend that shows what doors each master key opens. You will have several master keys. Master #1 may open the front entrance, administrative offices, and the manager's office. Master #2 may open all other doors inside the club. This would allow the manager to have only one key to get to his office where he can access another key that opens everything else. Charting those who need access will quickly help you determine how many keys you need and who gets them. In effect, this process establishes your key control. The locksmith contracted to key the building needs to know your requirements before the keying job begins.

(1) Master Key Control System. *This is the legend showing what each numbered*

Now is the time to upgrade the telephone system. You may want to include an answering program with the appropriate menus for use during non-business hours. You may want a number that provides a calendar of events and daily programming for those who call in. You need a specific line for catering and a specific line(s) for business only. You may want a specific paging line for customers to call in on. You need DSN access lines to support conferences. You need a line for your computer system so computer faxing and Internet access is available. You need intercom capabilities. You need to identify the locations for permanent phones and identify locations where you will want jacks for temporary connections, such as in meeting rooms. What telephone number will you give to employees? Wherever cash registers are used you will want voice contact (intercom) capabilities. And don't forget to plan for pay phones for guest use in calling out (house phones are for incoming calls). The telephone company can help you with this planning process. Plan early enough to fund all necessary equipment and get all wiring installed appropriately. Identify phones for on and off base use.

TIP: Do not publish numbers designed specifically for conducting business. These phones, usually in the managers office and the area where ordering and purchasing are done, should be unlisted. Only publish numbers intended for customer access to information. The "business" numbers will be given to whoever needs them. **NOTE: Ensure all power and communication requirements are in at the 35% design phase for your project. Plan for flexibility and change.**

(1) Paging

Every area where the public congregates needs page access for emergencies. You also need the capability to turn off every room at certain times and adjust volume by room. Make sure the paging devices are located for easy access and the controls are secured to keep people from making unnecessary adjustments. Clearly mark controls for appropriate volume.

TIP: Consider additional microphone jacks. You may need microphone access to help stimulate interest in certain promotions. You may want a jack in the center of the ceiling in your main lounge for example, or in some other prominent location, for making merchandising announcements or conducting contests or competitions.

important speakers are sized for the rooms. Don't forget outside speakers at the entrance and on patio or courtyard areas. Members walking up to your entrance should be met with music. This helps set the tone and establishes ambiance immediately. Remember - you have only a few seconds to make a favorable impression. Music should always be appropriate to the event and/or the season.

(3) Credit System

Make sure the appropriate communication lines are installed to support credit card sales. Generally this is wherever you have or may have a cash collection point.

d. Security Systems

This includes not only the cash storage areas, but also inside and outside lighting. Think about what other duties the cashier will be doing. An open cage arrangement (a bank lobby atmosphere) will allow the cashier to better interact with customers, providing a wider range of services.

TIP: Are you purchasing a new safe for the new club? Often new clubs use the old safe from the previous club. Early in the design process make sure the area where the safe is to be located is accessible. Measure the old safe (allow room for protrusions such as hinges) and compare to the dimensions of the doors in the new location. Will it fit? Can we get it in without a modification? You may have to move the safe before the last wall it installed. Moving a large safe is not easy. You need to contract with a company specializing in moving safes. You also want to plan for alternate storage locations for cash during the moving period.

e. Point of Sales (POS) System

*You need a hook-up for a POS station any place you have or may have a cash collection point. Make sure the necessary power outlets, phone jacks, and cabling are included in the new construction. Budget for all system requirements, including communications lines, installation, and training. Do not skimp on this - the best system is worthless without training. Make sure the training works for you, or do it again! **Aloha** is the standard POS system for Air Force clubs. Ask your questions while the company representatives are available on-site (once they*

(c) Hardware. *The Aloha POS System requires a server/manager's workstation in the office, and a PC with cash drawer and touch screen monitor, or an integrated POS workstation at each cash collection point.*

(2) Credit Card Swipes. *Swipe equipment is required for each cash collection location. This can either be integrated into the Aloha POS system (preferred method) or be a separate card swipe and printer provided by the bank. If using the separate card swipe and printer, an additional standard 2 plug power outlet is required at each cash collection point.*

f. Computers

(1) Hardware Requirements. *Put the computers in the hands of those who need and use them. Determine requirements and make sure you have plenty of capacity to support the software programs you require for efficient management processes.*

TIP: If you have insufficient computer resources, consider placing the best computer at a workstation where several employees can access it on an “as required” basis. If you have sufficient resources, consider providing a workstation in an appropriate area where you can offer a “by appointment computer workstation service” to your members. Charge an hourly fee (say \$5.00 per hour plus toll call fees) for this service. You will need some controls, additional software, Internet access, and a quality printer for this service. It’s okay to be innovative. Every little bit helps!

(2) Software Requirements

(a) Microsoft Office. *A good standard package that includes everything you will possibly need.*

(b) FOOD-TRAK. *If you are combining operations, decide which system you will use. Refer to the timeline in Part 13. Check with the vendor for current system requirements regarding installation.*

(3) Time Manager. *Check with the vendor for current system requirements.*

(2) Cleaning. *Carefully consider whether or not in house is better and less costly.*

(3) Other

h. Policy Guidance & HOIs. *If you are consolidating two facilities, you have a lot of revisions to do. You may need new policies and guidance for the new facility and its operation. Make sure policies work for the customers as well as for the business. Keep it simple. If a policy is complicated enforcement is a problem. Have good, sound policies and consistently enforce them.*

PART 9: SPECIAL OPENING PROGRAM PLANS

This is the part of your plan that will have a tremendous impact on sales in the first few months of your new club's operation. You, your staff, the facility, and all the furniture, fixtures, and equipment must absolutely shine! Detail the events planned down to the gnat's eyebrow! Check and double-check the plans. Nothing is as important as this critical first impression. You are in the spotlight for a brief time, then you will have to compete for attention again. So take advantage of this opportunity. Be positive and it will work for you.

TIP: Anticipate pressure to open the facility before you are ready. Don't do it! As you get close to project completion the pressure will mount to meet an arbitrary opening date. Brief your bosses often on the need for and benefits of hands-on practice with the equipment in the new facility. It may help to point out to your commanders that the Air Force would not put a brand new aircraft into combat without advanced training and flight testing. Be proactive. Early in this process set-up the timeline for opening showing the number of days you need in the facility before Grand Opening. Do everything possible to prevent a premature opening. It is extremely hard to re-capture the attention of guests when you open with less than 100% of being ready. You must have all the furniture. You must have all personnel trained in the new facility. You must practice with the new equipment and the new menus. You must not ruin the single greatest opportunity to impress your members and guests.

*Consider the following **4-part grand opening**: **Part 1** is a soft opening on a Monday or Tuesday for personnel in the Services Squadron only. This will provide the opportunity for you and your staff to go "live" among friends, followed by a day or two to adjust and retrain. It will also provide exposure to others in the organization who can - and should - help promote the new facility. **Part 1** is kind of like a "shake-down" cruise. You get to find out if everything works as it was intended. The Services commander or division chief can make appropriate comments and help solicit good "word of mouth."*

*Follow this opening with **Part 2**, a special VIP Reception and tour, on Thursday. **Part 2** will allow you to focus on serving the "movers and shakers" of the installation, making sure they see all the good points of the new facility. You want these people to speak favorably of the new club. Display sample plates of new menu items and provide samples as well. A tour of the facility is included in this function, preceded by appropriate opening remarks from the Wing Commander*

room, its purpose, and its maximum seating capacity. You can get volunteers from your Advisory Committee or from other Services activities to serve as room host/hostess.

Part 3 follows on Friday with the Members Only Grand Opening Celebration! Send RSVP invitations to all members, inviting them and **one bonafide adult guest** to the Grand Opening. When you have an idea of how many guests are coming, it is much easier to plan the event. Control the entry by asking for the invitation or club card. Transient members are also welcome - but this is a Members Only event. You are going to spend a considerable amount of money to make a favorable impression - it is your loyal members money you are spending so spend it on them. Make this a first class party! Schedule activities in as many areas as feasible. Don't bring out all the food at once - make it last a long time! Have some promotional give-away programs and entertainment. Have greeters in all rooms. Have displays showing catering services offered, information on programs (like Bingo, etc.), and remember to have display plates of new entree items (keep them fresh!). Let members know this new operation is more than business as usual - we are going to entertain you! Plan it right.

Consider scheduling a Grand Opening Salute to Families during the first month of opening. A nice value-priced All-American Grand Family Buffet should do the trick. This could turn into a bi-monthly special program.

Last, but not least, is **Part 4**. For the first 30 days after the Members Only Grand Opening Celebration declare an Open House. Anyone eligible for membership is welcome. If you do it right, you can sign-up some new members. During this period be careful to control entry. Check for club cards. For nonmembers, welcome them and provide them with an application form and an information sheet about club operations and membership benefits. This Open House, beginning the day after the member's only party, provides an avenue for the disbeliever to see what you can do for them. If you can't show some real value, if you can't do this right - then don't do it at all. You do not want to deliver less than the customer's expectation – ever! The first 30 days in a new club operation are critical. You have one chance to make a good first impression. Pull out all stops and show them what a club can be! Work well in advance with your Services marketing department. Make sure you meet the expectations built by your advertising.

All this should get you off to a running start! A month long Grand Opening! Don't forget to put the First Anniversary Party Celebration on your annual plan of events - block time and space right now! **Parts 1, 2, and 3** take up the entire first week, while **Part 4** covers the next 4 weeks. Now, work on your detailed Grand Opening plans!

a. Opening Day Plans and Schedule of Events

TIP: In the “TOOLBOX” section of the **FY98 MANAGER’S PLANNER**, mailed to all club activities, you will find a very thorough **Planning Worksheet For Special Events**, followed by an **After Action Report**. Use both the worksheet and the after action report for your grand opening. Also use these documents for all special programs and events throughout the year. The after action report is an invaluable tool for answering questions that arise later, and for planning the next similar event.

(1) Soft Opening Plan

(a) Advertising and Merchandising Plan

If you are using the four part opening program, your soft opening is for the Services Squadron only. In that case, the advertising is simple. The Commander can invite everyone at his weekly staff meeting. Your merchandising plan will include displays of services and products available to the membership.

(b) Budget

*This is a test of your operation, and as such it is extremely important. So don't scrimp on grand opening cost. Do it right! Coordinate with your Services marketing section well in advance, and ask them to seek some **commercial sponsorship** for your grand opening program (all 4-parts). This makes it easier on your budget. You can't start too early on this item. Your major beverage distributors, your Prime Vendor, and AAFES (try a joint promotion for your first opening month) are good candidates. Of course there are other potential sponsors, so don't over look anyone! Perhaps your MAJCOM will even contribute something toward your opening expenses. It costs nothing to ask.*

You already decided what you are doing for the VIP opening and for the member's only opening party. Use the same plans but scale them down to accommodate the number expected from your Services squadron/division, and budget accordingly. Your Services commander/division chief can help you get a head count of attendees which will aid your planning of this program.

PLAN, no matter how minute. Make sure parking signs are in place and a proper greeting and escort are provided to the attendees. Develop the Member's Only Grand Opening plan and "walk through" it the same way. This is a more extensive plan. It will call for more detail. Plan it well - don't leave anything to chance. Treat this group just like the VIPs they are - do all the things you did for the VIP opening plus some rocking' good time promotions, some fun and games, and some entertainment. In short, plan a party that will keep them talking for a week! You want everyone that did not come to know that they really missed something special. Schedule all your staff to work this one!

(a) Advertising and Merchandising Plan

*The VIP opening will not require advertising because of its nature. The Member's Only Grand Opening Celebration will need some advertising. Get some help from your Services marketing section with your advertising plan for this project. Begin well in advance with some publicity articles telling about the status of the new facility. Start at least 30 days out with your initial advertisement. Continue to make weekly announcements up until the last week. For the last week make daily announcements on the billboards along the main entrances to the base. Keep the announcements fresh - and tell them about the promotions and opportunities to participate in them. All Services activities should help with this promotion. Flyers at the commissary and exchange will get a lot of traffic. Don't forget a large ad in the base paper on the Friday of the big event. Your merchandising events during the opening party will consist of the posters and displays showing what services and new products are available in the new facility. Of course participating vendors (sponsors) will be merchandising their products and providing premiums for drawings. Let them know that "Something's Burning!" A "Hot Rocking Good Time" at the Members Only Grand Opening Celebration! Coming Soon: "The Mother of all Grand Opening Celebrations," for Members Only. **NOTE: VIDEO ALL GRAND OPENING EVENTS.***

(b) Budget

This is not the time to pinch pennies. Get volunteer help if need be. If you started early, you should have some assistance from sponsorships that will help lower cost. You can expect some sales but a high cost, due to the value pricing and complimentary items involved with a grand opening. Develop your plans then cost them out. Do not start with a budgeted figure then work up to it. Decide what, then see how much. You can always adjust if necessary. But don't restrict results because of budget constraints. This is a test of your operation, and as such it is extremely important. So don't scrimp on grand opening cost. Do it right! Coordinate with your Services marketing section well in advance, and ask them to seek some

Plan the entire first month to the last detail. Plan on spending a lot of time observing the operation. Have someone unknown to the staff observe your operations. Use the results to make changes and adjustments to processes, procedures, and staffing.

(1) Advertising and Merchandising Plan. *As applicable, coordinate with Services marketing.*

(2) Budget. *As applicable, include updates in your quarterly budget revision.*

(3) Membership Drive. *First check with your MAJCOM and HQ AFSVA/SVIC to determine if they will be sponsoring an annual membership drive. There is usually some great sponsorship and promotional material to help you with this program. If there is no MAJCOM or Air Force sponsored membership drive, you may want to consider doing one locally. Of course the best way to increase membership is to simply run a first class, quality operation that offers real value. The word gets around!*

c. Annual Calendar and Plan of Events

This is your annual Marketing Objectives Plan (MOP) and the accompanying Management Action Plan (MAP). Plan it for the current quarter and the next three quarters. Just like your budgeting process, as one quarter drops off, add a new quarter. This way you'll always have a current one-year plan. Review and revise your plan prior to the start of a quarter. This gives you a 90 day lead time for event advertising and other marketing initiatives. Contact your MAJCOM club staff or HQ AFSVA/SVIC for additional information on planning formats and ideas.

(1) Block dates for scheduled programs and activities

Reserve dates and space for all reoccurring events, special programs for the membership, and routine program requirements. For example, Membership Nights (quarterly or monthly), Bingo (regular and Super!), Sunday Brunch, Special Buffets(that require the ballroom or other space), All Night Discos (usually on 3-day weekends), and the club's Anniversary Party. Do this for any and all events you plan. Just like your budgeting process, as one quarter drops off, add a new quarter. This way you'll always have a current one-year schedule for programs and events. If dates for reoccurring events are questionable, coordinate with the OPR.

(b) Budget. *If this event requires additional expense, budget for it now. A reasonable estimate will do if you don't have any history. Remember to include things such as Halloween and New Years eve decor items.*

(c) Sales Projections. *Use history, make a forecast and make it work.*

(2) Block dates for reoccurring annual events

For example: Air Force Ball, Annual enlisted awards banquet, Annual Prayer Breakfast, Annual Black History Month, and Mothers Day. Also check with your spouses' club and other private organizations.

(a) Advertising and Merchandising Plan

The most important step at this point is to identify the market segment (target market) for the event in question. Tentative plans for advertising and merchandising are enough at this point. Tentative plans for advertising and merchandising are enough at this point. Coordinate these tentative plans with the event sponsor.

(b) Budget

If this event requires additional expense, budget for it now. Generally, additional expenses for these kinds of events are borne by the sponsors. However, you may require some special supplies or small equipment to pull it off with style.

(c) Sales Projections. *Use history, make a forecast and make it work.*

PART 10: TRAINING REQUIREMENTS PLAN

(1) Basic Training Requirements Schedule and Cost (New Hires)

This training schedule is for all your ancillary training, and job oriented training which everyone needs. This include such things as customer service training, safety, product knowledge for servers, up-selling techniques for servers and caterer, and all job task training. Now is a good time to improve all your processes and procedures. Make sure they work for your internal and external customers as well as for the club! Training is the only way you will get better. It doesn't just happen - train, follow-up, and continually coach for success. These training schedules should reflect the title of the training, length of training, number of expected trainees, and cost. Budget for it.

(2) New Facility Training Requirements Schedule and Cost

Your new facility creates a number of training requirements. For example, people need to know the layout of the facility so they can direct fellow workers and guests. Here is a partial list of the kinds of training that will make your new facility opening go a lot smoother. Make sure you don't over look anything.

- a. New POS System training (in addition to vendor provided training.)*
- b. New equipment training*
- c. Training on all new policies (especially necessary when you merge clubs)*
- d. Training on all new systems:*
 - Telephones*
 - Intercoms*
 - Light Switch Controls*
 - Sound System Controls*
 - Heating, Air Conditioning, Ventilation Controls.*
- e New Security and Safety procedures..*

PART 11: MOVING AND DISPOSAL PLAN

Step One: *Clearly mark all furniture, fixtures, and equipment according to its disposition. Use different color tags for easy identification. You have (a) **Items for New Club**. Mark these tags with the exact location the item will go in at the new facility; (b) **Items for the Auction**. Mark these tags with the location of the staging area where the items are stored for auction (try to schedule the auction during the opening month); (c) **Items for Disposal**. Mark these items according to disposal requirements. You may want to wait until after the auction to make your disposal run in case you have items to add.*

Step Two: *Arrange for vehicles and personnel to make the physical move of all property. Some organizations may volunteer to help if you solicit volunteers. Schedule as much of the move as possible on the same day. Consider inviting volunteers to your “soft opening” as a thank you for their support. Make sure you have plenty of material handling tools, boxes and other “moving” items on hand. A small investment in packing material will pay dividends. Plan for possible inclement weather by obtaining covered vehicles or tarps. Give everyone a safety briefing on lifting and back protection before the move begins. (Remember, if you plan to move a large safe, it may need to be relocated to the new club months before the club opens. It is usually best to contract this work with a firm specializing in moving heavy items.)*

Step Three: *Execute the move on the designated day(s). Once you have planned the work, all you do is work the plan.*

PART 12: COST CONTAINMENT AND FINANCIAL PLAN

Properly accounting for start-up costs is important. Pay close attention to paragraph 3 of the HQ USAF/SV memorandum quoted on the following page.

For proper accounting of costs for quantity expendable (bulk) purchases, bulk purchases of high value supplies, and other acquisitions to support your new operation, refer to AFMAN 34-214, Procedures for Nonappropriated Funds Financial Management and Accounting, Chapter 7, and consult with your Resource Management Flight Chief (RMFC).

TIP: An auction of NAF property is a valuable tool for disposing of excess items while generating revenue for the MWR fund. The RMFC is the designated project officer for all NAF auctions. For guidance on conducting an auction, refer to **AFSVA Training Aid number LS-01, Mar 95, AUCTION OF NONAPPROPRIATED FUND (NAF) PROPERTY**. Your Training Manager is provided biannual updates of all Training Aids. If you cannot locate a copy, call **HQ AFSVA/SVPCO**, DSN 487-4198, for assistance. This income can help offset expenses of opening the new facility. Schedule the auction as soon as feasible.

Make sure your operating budget for the first quarter of the new club's operation contains all the necessary revisions, as determined by the suggested actions in this guide. If your first operating quarter is a loss because of opening expenses, so be it. Most actions described in this guide can be, and should be, accomplished early enough to include projections in the revised budget which will minimize losses. Keep copious notes on your revisions so you will know what you did and why you did it. They will help you answer questions later.

The following memorandum concerning accounting for facility start-up costs is quoted for your information and use as appropriate:

QUOTE:

MEMORANDUM FOR HQ ALMAJCOM/SV/FM

5 Feb 1995

**FROM: HQ USAF/SV
1770 Air Force Pentagon
Washington DC 20330-1770**

SUBJECT: Facility Start-up Costs

Based upon several inquiries on the proper accounting for facility startup costs, we researched two current generally accepted accounting principles (GAAP) interpretation sources and compared these to current Air Force guidance. We found the current Air Force policy is sufficient and in accordance with GAAP.

Specifically, we found that GAAP does not provide for special treatment for the start-up costs of developing enterprises; those enterprises engaged in establishing a new business or activity. In these, situations, planned principal activities have not commenced and have not yet produced significant revenue. In these cases, GAAP requires developing enterprises to present their financial statements on the same basis as established or long standing operating enterprises. Footnote disclosures can highlight the fact that an activity is in its development stage.

We also researched applicable guidance on the valuation of assets to see if we could find some relief in this area. GAAP mandates that all costs required to bring the asset into operable condition are recorded as part of the cost of the asset. Examples include finders' fees, freight costs, installation costs, and set-up costs. Thus any reasonable cost involved in bringing the asset to the enterprise and incurred prior to using the asset, is capitalized. Applying this to our business, we cannot justify capitalizing such start-up costs as place settings, napkins, table cloths, promotional items or the hourly cost of payroll incurred during training of our employees. However, if part of the costs of an asset, such as kitchen equipment, includes training given by a vendor, the cost of that training (payment to vendor) should be included in the valuation of the asset.

This is a coordinated HQ USAF/SVF, AFSVA/SVFA and SAF/FMCE memorandum. Please contact Major Guillermo Birmingham, AF/SVFO, DSN 664-0325, Susan Epps, AFSVA/SVFA, DSN 487-3480, or George Crew, SAF/FMCE, DSN 227-1152, if you have additional questions.

PART 13: PLANNING TIMELINE AND CHECKLIST

At Table 1 you will find a Planning Timeline and Checklist that contains a considerable number of tasks that need careful tracking. Fill in the blanks for start and completion dates, and change any of the POC s or other data to fit your situation. In short, you can edit this list to please yourself! Naturally you want create your own memos for each situation. Recommend you copy this Planning Timeline and Checklist as a separate document on your computer then change it for your operation. That way you can keep the original for a guide and reference. Take a close look at Table 1 and adjust it according to your needs.

ATTACHMENTS AND TABLES

This section contains a number of attachments referred to in this guide. They are designed to assist you in your new operation, and are listed below in numerical sequence. Also included in this section is Table 1, New Club Opening Planning Timeline and Checklist (suggested use discussed in Part 13) which details the processes in this guide.

Attachment 1: Break-even Point Worksheet

Attachment 2: General Cleaning Checklist

Attachment 3: Liquors, Liqueurs, and Cordials

Attachment 4: Bar Setup Tools, Supplies, & Condiments

Table 1: New Club Planning Timeline and Checklist

BREAK-EVEN POINT WORKSHEET

(BEPWKSHT.DOC)

- A. List all Fixed Expenses and total:

FIXED EXPENSES	AMOUNT
TOTAL A	\$

- B. List all sources of Other Income and total:

OTHER INCOME	AMOUNT
TOTAL B	\$

- C. Subtract TOTAL B from TOTAL A and enter the Adjusted Fixed Expense Total here:

TOTAL C _____

- D. List all Variable Expenses as a percent of income and total:

VARIABLE EXPENSES	% OF INCOME
TOTAL D	

NOTE: If TOTAL D = 100% or more, expenses will always be greater than income.

- E. Enter TOTAL D to calculate Fixed Expense % (TOTAL E):

$$100 \% - \frac{\text{TOTAL D}}{\text{TOTAL E}} \% = \frac{\text{TOTAL E}}{\text{TOTAL E}} \%$$

- F. Enter TOTAL C and divide by TOTAL E to calculate Income:

$$\div =$$

GENERAL CLEANING CHECKLIST

DATE

SIGNATURE

SERVICES REQUIRED		FREQUENCY				SERVICES REQUIRED		FREQUENCY			
AREA/ITEM	WORK DESCRIPTION	DAY	WKLY	MON	OTH	AREA/ITEM	WORK DESCRIPTION	DAY	WKLY	MON	OTH
Toilets/Sinks/Urinals	Clean/Sanitize/Polish					Entrance Glass Doors	Clean				
Trash Containers	Empty/Line/Clean/Sanitize					Interior Glass	Clean				
Dispensers/Soap/Towel/Tissue/Napkin	Fill/Clean/Sanitize					Ledges/Window Sills	Dust				
Glass/Mirrors/Chrome Hardware	Clean/Polish					Doors/Frames/Walls	Spot Clean				
Floors	Sweep/Damp Mop/Spot Clean										
Walls by Sinks/Urinals	Damp Wipe										
Floor Drains	Seal/Clean					Miscellaneous					
						Waste Cans	Empty				
						Ash Trays/Urns	Empty/Damp Wipe				
FLOORS						Vending Machines	Damp Wipe				
Resilient	Sweep					Lights	Replace/Dust				
Resilient	Damp Mop					Chairs/Clocks/Fixtures	Dust/Damp Wipe				
Resilient	Wax					Vents/Louvers/Fans/ Blinds	Clean/Vacuum				
Resilient	Buff					Upholstered Furniture/Drapes	Vacuum/Shampoo				
Cement/Terrazzo/Tile/ Other	Sweep/Damp Mop					Glass Windows/Doors	Clean				
Rugs/Carpets	Vacuum/Shampoo					Mats	Vacuum/Pick Up/Turn				
						Drinking Fountains	Clean/Polish/Sanitize				
EXTERIOR						Kickplates/Thresholds	Clean/Polish				
Entrance	Sweep					Light Switches/Handles/ Push Plates	Clean/Polish				

REMARKS:
7FM1HO1.DOC

Attachment 2

SOME POPULAR LIQUORS, LIQUERS AND CORDIALS*

RUMS: Barcardi White, Barcardi Gold, Myers Rum Original Dark, Malibu, Captain Morgan Dark Spiced, Barcardi 151, Barcardi Limon

GINS: Tanqueray, Seagrams Extra Dry, Bombay Sapphire, Beefeaters

VODKAS: Absolut, Smirnoff, Popov, Stolichnaya, Fris, Stoli or Absolut Pepper and Citron, Finlandia

TEQUILAS: Jose Cuervo White, Jose Cuervo Gold, Cuervo 1800, Hot Pepper Tequila, Two Fingers, Pepe Lopez, Sauza, Patron Silver, Patron Gold, Monte Alban Mescal (Eat the Worm)

STRAIGHT WHISKEY: Jim Beam, Wild Turkey, Jack Daniels, Old Forester, Makers Mark, Wild Turkey Rare, George Dickel

BLENDED WHISKEY: Seagrams 7 Crown, Kesslers, Gentleman Jacks, Knob Creek

CANADIAN WHISKEY: Canadian Club, V.O., Canadian Mist, Crown Royal, Lord Calvert

IRISH WHISKEY: Bushmills, Jameson

SCOTCH WHISKEY: Dewars, J & B, Cutty Sark, Johnnie Walker Red, Johnnie Walker Black, Chivas Regal, Passport, and the single malts: Glenlivet, Glenfiddich, Glenmorangie, The McCallan

BRANDY & COGNAC: E & J Brandy, Presidente, Christian Brothers, and the cognacs: Courvoisier, Hennessy, Remy Martin

CORDIALS & LIQUEURS: Southern Comfort, Grand Marnier, Goldschlager, Jagermeister, Kahula, Yukon Jack, Bailey's Irish Cream, Di Saronno Amaretto, Sambuca, Sloe Gin, Galliano, Chambord, Jeremiah Weed, Drambuie, Tia Maria, Midori, Blue Curacao, Frangelico, Tuaca

SCHNAPPS: Peppermint, Peach, Cinnamon, Butterscotch, Banana, Licorice, Root Beer, Cherry

CREME DE WHATEVERS: Creme de Menthe Green, Creme de Menthe Dark, Creme de Cacao White, Creme de Cacao Dark, and the flavors: almond, banana, etc.

BAR SETUP TOOLS, SUPPLIES & CONDIMENTS

TOOLS

Jiggers
Pouring Spouts
Measured Shot Glasses
Mixing Glass
Hand Shaker
Bar Strainer
Bar Spoon
Bottle Opener
Corkscrew
Ice Scoop
Blender Cups
Blender
Pouring Mat
Glass Rimmer
Condiment Tray
(Fruit Rack)
Paring Knife

SUPPLIES

Straws, Long
Straws, Short
Straws, Stirring
Napkins, Cocktail
Napkins, Food
Coasters
Bar Towels
Toothpicks
Swords
Swizzle Sticks
Plastics, as required
Register Tape
Charge Slips
Pens
Stapler

CONDIMENTS

Bitters
Tabasco Sauce
Worcestershire Sauce
Sugar
Salt, Coarse
Salt, Table
Celery Salt
Cherries
Oranges
Lemons
Limes
Olives, Green
Cocktail Onions

OPTIONAL:

Cinnamon Sticks
Vanilla Beans, Nutmeg
Brown Sugar

HOW TO USE TABLE 1

NEW CLUB PLANNING TIMELINE AND CHECKLIST

The New Club Planning Timeline and Checklist is a document in a table format. It is not a template. The table is in Word 6.0 for Windows 95. You can change any of the information already loaded to fit your situation just by deleting data and typing in what you want. The little box on the left margin is to check (☐) off when the task is satisfactorily completed. When you type in each field (or column) of the table the sentence will automatically “wrap” to the next line of type. DO NOT HIT ENTER. To add another task (or row) anywhere in the table, place the cursor just outside the right margin of the preceding row and hit “enter.” To delete a row just high-light the entire row, then go to “Table” on the basic Word toolbar, then hit “Delete Row.” Before you begin, copy the table as a separate document to your hard drive or to a diskette, then revise it to meet your needs. That way you retain the original table for reference.

The table begins with the project planning phase, then drops to 12 months out from the projected completion date, then 9 months out, and so on. It ends after one full calendar quarter of operation in the new facility.

TABLE 1

New Club Planning Timeline and Checklist

<u>Design Phases</u>	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	<i>Memo</i>
<u>Planning</u>				
<u>Task</u>				
1. Review basic facility design. Consider relationship of one area to another, and traffic flow	CE, Club Manger and Flight Chief, Design company representatives	DDMMYY	DDMMYY	Read this guide first. Parts 5 and 6 provide information on facility design. Make sure one operation does not interfere with another. Do you have to close your dining room for special functions? Are other areas of the club accessible during functions? Are customer areas convenient to production areas?
2. Are you incorporating an Air Force Club Concept operation in this facility? If not, develop bar and restaurant themes now. This means think about food service menus and what the bar operation will be like.	HQ AFSVA/SVIC, MAJCOM, Club Manager, CE, Designer			The theme is important to the functionality of the design.
3. Where are the entrances located?	CE, Club Manger, Designer			A club is a controlled access facility. Ingress and egress are important for control as well as safety.
4. Is restroom capacity adequate?	CE, Club Manager, Designer			Consider special function areas.
5. Are storage areas adequate and located as near as possible to the areas they support?	CE, Club Manager, Designer			Consider storage for banquet furniture, bingo equipment, chairs, wives club needs, linen, china, glassware, supplies, and inventories. Consider accessibility and security.
6. Are special purpose rooms necessary?	CE, Club Manager, Designer			Consider barbershops, beauty shops, game rooms, and crud room. Will there be a Daedalian Room or Heritage Room?
7. Is the administrative space adequate? Keep this space within reason.	CE, Club Manager, Designer			Read Parts 5, 6 and 8 of this guide. You need space for management, catering, the cashiering function, and reception. Will you have a work station for computers? Separate area for catering? How many phone lines do you need?
8. Are foyers and hallways adequate? How will they be furnished?	CE, Club Manager, Designer			Will features from the old club(s) be used in the new facility? Murals, antique doors, special tables, an old bar, etc., etc.
9. Consider the delivery areas and parking areas	CE, Club Manager, Designer			Remember to include handicapped access and adequate lighting in parking areas.

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
ÿ	Determine Furniture, Fixtures, and Equipment needs for all areas	CE, Club Manager, Designer, RMFC		Don't forget decor items. Budget for everything now. Do this on a room for room basis and you will not overlook anything. Consider the condition of current equipment, etc., on hand and determine if you will use it in the new facility or dispose of it.
ÿ	Determine telephone system requirements, intercom needs, and location of devices. Determine Point-of-Sale, Time Manger, FoodTrak, Paging and Sound System, and Television outlet requirements.	CE, Club Manager, Designer, RMFC (Budgeting)		Go through this guide for tips and information on support system requirements. Check with the vendors. If you are purchasing new systems, budget for the entire package: hardware, software, wiring, power requirements, installation, and training. Systems are worthless without trained personnel.
ÿ	Review the entire design package for power requirements. You need outlets and circuits in the right places. Many modern support systems require separate circuits.	CE, Club Manager, Designer, RMFC (Budgeting)		This guide contains data on power requirements. Check with the companies that provide your support systems for specific requirements. Remember to put outlets in the floor in buffet serving areas, and around the top of the walls if you plan on using neon in the bar, in the ceiling where necessary. Also, have separate circuits for the numerous plugs on the bandstand and ceiling over the dance floors (for special lighting), and for computer/systems support needs.
ÿ	Review of the design is a continuing process. The plan must be reviewed by the club manager at each phase of the process. At the beginning, at 35%, etc., etc.	CE, Club Manager, Designer		ALL CHANGES should be coordinated with ALL INTERESTED PARTIES. Important pieces are often eliminated due to funding shortages. It is important that those who must operate this facility participate in deciding what is cut to save money.
ÿ				

12 Months Out	POC	Start Date	Comp Date	Memo	
Equipment Task					
ÿ	Review equipment requirements again.	Contractor(s), CE, Club Manger, RMFC	<div>DDMMYY</div>	<div>DDMMYY</div>	Make sure power and communications requirements are correct. Make sure you have a system to obtain warranty documents and operational guides for all new equipment.
ÿ	Review all changes and alterations to the original design.	Club Manager	<div></div>	<div></div>	
ÿ	Schedule an auction if one is planned.	Club Manager, RMFC	<div></div>	<div></div>	See the TIP in Part 12 of this guide.
ÿ			<div></div>	<div></div>	
Marketing Task					

		<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
•	Outline Grand Opening plans. Start lining up sponsorship.	Club Manager, Flight Chief, SVS/CC or Director, Marketing Specialist	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Brief and obtain concurrence of Wing/Group commanders. Revise budgets.
•	Develop publicity campaign.	Club Manager, Flight Chief, SVS/CC or Director, Marketing Specialist	<input type="text"/>	<input type="text"/>	Articles for base paper, posters and photos showing status of the project in lobby of existing facility
•			<input type="text"/>	<input type="text"/>	
<i>Personnel</i>					
<i>Task</i>					
•	Review positions and develop requirements for the new operation	Club Manager, Flight Chief, HRO	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
•	Develop organizational chart	Club Manager, Flight Chief	<input type="text"/>	<input type="text"/>	
•	Develop timeline for issuance of business-based actions, selection, hiring, and training of personnel	HRO, Club Manager	<input type="text"/>	<input type="text"/>	Plan carefully to minimize adverse impacts.
•	Determine affected employees.	HRO, Club Manager	<input type="text"/>	<input type="text"/>	
•	Devise program to keep Union officials and employees informed.	HRO, Club Manager	<input type="text"/>	<input type="text"/>	
<i>Training</i>					
<i>Task</i>					
•	Outline training programs required to support planned operations.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Training will include new equipment, new menu production requirements, POS systems, communication systems, light and power system operation, computer systems training, Time Manager, FOOD-TRAK, new policy training, customer service, and possibly other support systems.
•	Develop training schedule.	Club Manager	<input type="text"/>	<input type="text"/>	Some training will coincide with installation of equipment.
•	If outside sources (MAJCOM , AFSVA, or support system companies) are to be used, schedule them now.	Club Manager	<input type="text"/>	<input type="text"/>	Revise your budget to include training costs. See Part 12 of this guide.

Programs

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
<u>Task</u>				
ÿ Review programs; measure against new facility to ensure feasibility	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ Begin development of new menus for food and beverage operations	Club Manager	<input type="text"/>	<input type="text"/>	It is not too early to begin. Do some market research in your area to see what your competition is doing. Almost all Prime Vendors can offer some support in menu development. If you are using a new Air Force Concept much of this is already done, coordinate with AFSVA/SVIC.
ÿ		<input type="text"/>	<input type="text"/>	
9 Months Out	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	<i>Memo</i>
<u>Financial</u>				
<u>Task</u>				
ÿ Review budgets and cost projections.	Club Manager, RMFC	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Remember to reflect estimated severance costs from a reduction in force. Establish an accrual is necessary.
ÿ Coordinate with MAJCOM/AFSVA for interior design dollars if applicable	Club Manager, RMFC, MAJCOM Design Services	<input type="text"/>	<input type="text"/>	
<u>Equipment</u>				
<u>Task</u>				
ÿ Review equipment requirements for the new facility; verify funding	Club Manager, RMFC	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Look at Parts 5 and 6 of this guide.
ÿ Develop lists of equipment and furnishings that you will not need in the new facility, and coordinate the auction with the RFMC	Club Manager, RMFC	<input type="text"/>	<input type="text"/>	
ÿ Make sure your safe and security systems for cash protection can be installed in the new facility.	Club Manager, Contractors, Security	<input type="text"/>	<input type="text"/>	
ÿ		<input type="text"/>	<input type="text"/>	
<u>Inventories</u>				
<u>Task</u>				
ÿ Develop inventory requirements for the new operations. Remember to budget.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Look at Part 7 of this guide.
ÿ		<input type="text"/>	<input type="text"/>	

POC

Start Date

Comp Date

Marketing

Task

ÿ	Review plans; solidify Grand Opening events; budget accordingly	Club Manager, Flight Chief, Marketing Specialist	DDMMYY	DDMMYY	
ÿ	Develop publicity articles.	Club Manager, Flight Chief, Marketing Specialist			
ÿ	Solidify Sponsors participation.	Club Manager, Flight Chief, Marketing Specialist			Revisit all possibilities.
ÿ					

Personnel

Task

ÿ	Validate personnel requirements for the new operation.	Club Manager	DDMMYY	DDMMYY	Re-look at Part 3 of this guide.
ÿ	Touch base with HRO on any reduction in force that may be required.	Club Manager			
ÿ					

Programs

Task

ÿ	Review Program plans; develop Marketing Operations and Management Action Plans for 1 years operations.	Club Manager	DDMMYY	DDMMYY	Review Part 9 of this guide.
ÿ					

Training

Task

ÿ	Validate training that is to be provided under contract with the appropriate vendors.	Club Manager	DDMMYY	DDMMYY	
ÿ	Develop training scenarios for new menus, equipment, and processes.	Club Manager			

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
ÿ				
6 Months Out	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	<i>Memo</i>
<u>Financial Task</u>				
ÿ Establish operating budget for the new operation to ensure all programs are financially viable	Club Manager, RMFC	DDMMYY	DDMMYY	
ÿ Review and ensure accuracy of purchase orders for furniture, fixtures, and equipment.	Club Manager, RMFC			
ÿ				
<u>Equipment Task</u>				
ÿ Secure approvals for disposition of equipment not to be transferred.	Club Manager, NAFAO	DDMMYY	DDMMYY	Identify all items for: use in the new facility, transfer to another facility, or sale at auction. Whatever cannot be auctioned goes to disposal.
ÿ Vendors for POS and in house sound systems should perform their site surveys as required.	Club Manager, Contractors			
ÿ				
<u>Inventories Task</u>				
ÿ Begin to revise inventory levels downward on those items that will not be used in the new operation.	Club Manager	DDMMYY	DDMMYY	Deplete stocks of all items not to be transferred.
ÿ				
<u>Marketing Task</u>				
ÿ Review actions required in marketing plans and Grand Opening activities.	Club Manager, Marketing Specialist	DDMMYY	DDMMYY	
ÿ Outline your annual MOP and MAP	Club Manager, Marketing			

		<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
ÿ					
<i>Personnel</i>					
<i><u>Task</u></i>					
ÿ	Freeze all fill actions except for emergencies.	Club Manager, HRO	DDMMYY	DDMMYY	Consider hiring limited term employees if necessary.
ÿ	Update Union and employees as necessary.	HRO			
ÿ	Finalize severance expense projections if applicable.	HRO			
ÿ					
<i>Programs</i>					
<i><u>Task</u></i>					
ÿ	Establish core entertainment, bingo and promotional programs.	Club Manager	DDMMYY	DDMMYY	Develop plans for Friday social activities; weekly entertainment schedules, Wednesday social activities and promotions for both food and beverage operations.
ÿ	Review and establish dues for all categories memberships.	Club Manager, Flight Chief, Services CC or Director, Group & Wing Commanders.			Proceed with caution.
ÿ	Determine hours of operation and get approvals; including approval of hours for alcoholic beverage service.	Club Manager, Flight Chief, Services CC or Director, Group & Wing Commanders			Establish office hours as well as hours specific activities are open for customer service. Suggest office hours of 9 to 5 for customer service. This will allow some time in the morning to get required paperwork organized before you have to start answering phones.
ÿ	Review and adjust labor and other operating expenses in the current operation(s) for current business.	Club Manager			Business will sometimes dwindle in the old operation as project completion nears. Prevent unnecessary losses.
ÿ	Perform the actions prescribed in Parts 1 and 2 of this guide.	Club Manager			
ÿ					
<i>Training</i>					
<i><u>Task</u></i>					

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
ÿ Review training scenarios for new menus, equipment, and processes, and establish schedules.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ Review schedules for contracted training.	Club Manager	<input type="text"/>	<input type="text"/>	
ÿ		<input type="text"/>	<input type="text"/>	
3 Months Out	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	<i>Memo</i>
<u>Financial Task</u>				
ÿ Consolidate purchases between clubs if collocating to keep inventories to a minimum.	Club Manager, RMFC	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ Develop plans for alternate storage location of cash during movement of the safe.	Club Manager, RMFC	<input type="text"/>	<input type="text"/>	
ÿ Coordinate a date for Security Police to conduct an operational check of duress and alarm systems.	Club Manager	<input type="text"/>	<input type="text"/>	
ÿ Perform the actions prescribed in Parts 3, 4 and 5 of this guide	Club Manager	<input type="text"/>	<input type="text"/>	
ÿ		<input type="text"/>	<input type="text"/>	
<u>Equipment Task</u>				
ÿ Prepare data to build database for your new POS System.	Club Manager, AFSVA/SVIC	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ Finalize plan to physically move equipment and supplies.	Club Manager	<input type="text"/>	<input type="text"/>	Line up personnel and transport. Work with First Sergeants and organizations for volunteers to keep labor cost down.
		<input type="text"/>	<input type="text"/>	
<u>Inventories Task</u>				

		<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
•	Develop plan to safeguard inventories when transferring to the new operation.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
•	Decide which FOOD-TRAK system will be used if collocating clubs, transfer one club inventory database to the other, eliminate items as possible	Club Manager	<input type="text"/>	<input type="text"/>	
•	Finalize plan to physically move inventories.	Club Manager	<input type="text"/>	<input type="text"/>	Line up personnel, transport, etc.
•			<input type="text"/>	<input type="text"/>	
<i>Marketing</i>					
<i><u>Task</u></i>					
•	Evaluate marketing and publicity programs; review upcoming actions and completed actions for results.	Club Manager, Marketing Specialist	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
•	Finalize your annual MOP and MAP	Club Manager, Marketing	<input type="text"/>	<input type="text"/>	
•			<input type="text"/>	<input type="text"/>	
<i>Personnel</i>					
<i><u>Task</u></i>					
•	Prepare information to update the Time Manager system when combining the workforce; update employee records to ensure accurate payroll projections.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
•			<input type="text"/>	<input type="text"/>	
<i>Programs</i>					
<i><u>Task</u></i>					
•	Load new requirements into FOOD-TRAK.	Club Manager	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Make sure you have a back-up FOOD-TRAK operator.
•	Finalize all menus and arrange printing schedules that will allow for pricing no more than 30 days out.	Club Manager	<input type="text"/>	<input type="text"/>	

		<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
•					
<i>Inventories</i>					
<i><u>Task</u></i>					
•	Move inventories and setup new store rooms.	Club Manager, Staff	DDMMYY	DDMMYY	
•	Complete FOOD-TRAK setup and test for accuracy.	Club Manager, FOOD-TRAK operator.			NOTE:: Make back-up copies of FOOD-TRAK databases before initiating transfer of information.
•					
<i>Marketing</i>					
<i><u>Task</u></i>					
•	Begin your advertising blitz. Build some excitement.	Club Manager, Marketing	DDMMYY	DDMMYY	Base paper, flyers, banners on main traffic arteries, etc.
•	Send out invitations for the VIP Grand Opening.	Club Manager, Marketing			NOTE: Do this at the 45 day out point, then follow-up at 30 days if no RSVP received.
•	Dry run all Grand Opening events, go over training scenarios for the events; diagram layouts for each situation.	Club manager, Staff			
•	Review your first 30 days MOP and MAP.	Club Manager, Marketing			
•					
<i>Personnel</i>					
<i><u>Task</u></i>					
•	Execute the applicable personnel actions.	HRO, Club Manager	DDMMYY	DDMMYY	
•					
<i>Programs</i>					
<i><u>Task</u></i>					
•	Review all programs, make sure necessary training is scheduled to ensure your new programs are properly executed.	Club Manager, Staff	DDMMYY	DDMMYY	

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	
ÿ	Develop a process for collecting data on things that go wrong: equipment that doesn't work, outlets, fixtures - anything at all. You will need to collect data to get warranty repairs.	Club Manager	<input type="text"/>	<input type="text"/>
ÿ	Issue keys to appropriate personnel, establish key control roster.	Club Manager	<input type="text"/>	<input type="text"/>
ÿ			<input type="text"/>	<input type="text"/>

Training Task

ÿ	Conduct hands on training with kitchen staff during operational check of all new equipment.	Club Manager, Staff, Contractors.	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	Prepare and serve new menu items to server staff - this facilitates their training. They learn what new items look like, how they are prepared, and what they taste like.
ÿ	Execute all training plans now, including customer service training	Club Manager, and trainers	<input type="text"/>	<input type="text"/>	Make sure managers and supervisors attend training also. Lead by example. This applies to ALL training conducted. Remember to follow-up on training to reinforce the correct performance.
ÿ			<input type="text"/>	<input type="text"/>	

First 30 Days Operation

Financial Task

ÿ	Gather data, analyze weekly.	Club Manager, Staff	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ	Review and make sure controls are working	Club Manager, Staff	<input type="text"/>	<input type="text"/>	
ÿ	Observe the facility, its equipment, and the exterior areas for signs of deterioration or malfunction.	Club Manager, Staff	<input type="text"/>	<input type="text"/>	Most exterior areas are only guaranteed for 90 days. Watch plants, shrubs, and mulching closely.

Equipment Task

ÿ	Follow-up with employees to make sure new equipment is working correctly.	Club Manager, Staff	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>
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<i>POC</i>		<i>Start Date</i>	<i>Comp Date</i>	
<i><u>Task</u></i> <i>Inventories</i>				
<i><u>Task</u></i> Insure inventory controls are in place; gather use data so good par stocks can be established.	Club Manager, Staff	DDMMYY	DDMMYY	
<i><u>Task</u></i> <i>Marketing</i>				
<i><u>Task</u></i> Collect feedback from customers and staff.	Club Manager, Staff	DDMMYY	DDMMYY	Spend a lot of time observing how things work. Have someone unknown to the staff to observe (after your provide guidance). Use data to adjust or revise processes, procedures, and staffing.
<i><u>Task</u></i> <i>Personnel</i>				
<i><u>Task</u></i> Perform constant follow-up with staff to ensure new organization is functioning as intended.	Club Manager	DDMMYY	DDMMYY	If collocating and merging staffs there will be a “we vs. them” attitude that may take some time to overcome. The manager needs to stay attuned to this situation.
<i><u>Task</u></i> <i>Programs</i>				
<i><u>Task</u></i> Collect data on how various programs are working so correct adjustments can be made	Club Manager, Staff	DDMMYY	DDMMYY	
<i><u>Task</u></i> <i>Training</i>				
<i><u>Task</u></i> Continue to reinforce customer service training, up-selling, team work, and all other training.	Club Manager, Staff	DDMMYY	DDMMYY	

	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>
ÿ Have weekly staff meetings, and micro training sessions as required to reinforce a high level of quality service and products.	Club Manager, Staff	<input type="text"/>	<input type="text"/>
ÿ Develop and implement a quality improvement process to encourage all personnel to speak up when they know a better way.	Club Manager	<input type="text"/>	<input type="text"/>
ÿ		<input type="text"/>	<input type="text"/>

First Full Calendar Quarter	<i>POC</i>	<i>Start Date</i>	<i>Comp Date</i>	<i>Memo</i>
NOTE: For this first quarter continue to do or reinforce the tasks outlined for the first 30 days. Valid data is critical for your first budget revision.				
<i>Financial</i>				
<u><i>Task</i></u>				
ÿ		<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ		<input type="text"/>	<input type="text"/>	
<i>Equipment</i>				
<u><i>Task</i></u>				
ÿ		<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ		<input type="text"/>	<input type="text"/>	
<i>Inventories</i>				
<u><i>Task</i></u>				
ÿ		<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>	
ÿ		<input type="text"/>	<input type="text"/>	

POC

Start Date

Comp Date

***Marketing
Task***

ÿ	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>
ÿ	<input type="text"/>	<input type="text"/>

***Personnel
Task***

ÿ	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>
ÿ	<input type="text"/>	<input type="text"/>

***Programs
Task***

ÿ	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>
ÿ	<input type="text"/>	<input type="text"/>

***Training
Task***

ÿ	<input type="text" value="DDMMYY"/>	<input type="text" value="DDMMYY"/>
ÿ	<input type="text"/>	<input type="text"/>